

United States Joint Forces Command Joint Warfighting Center

Emerging Challenges And Opportunities



Brigadier General James B. Smith
Deputy Commander for Joint Training and
Doctrine



JWFC Mission

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

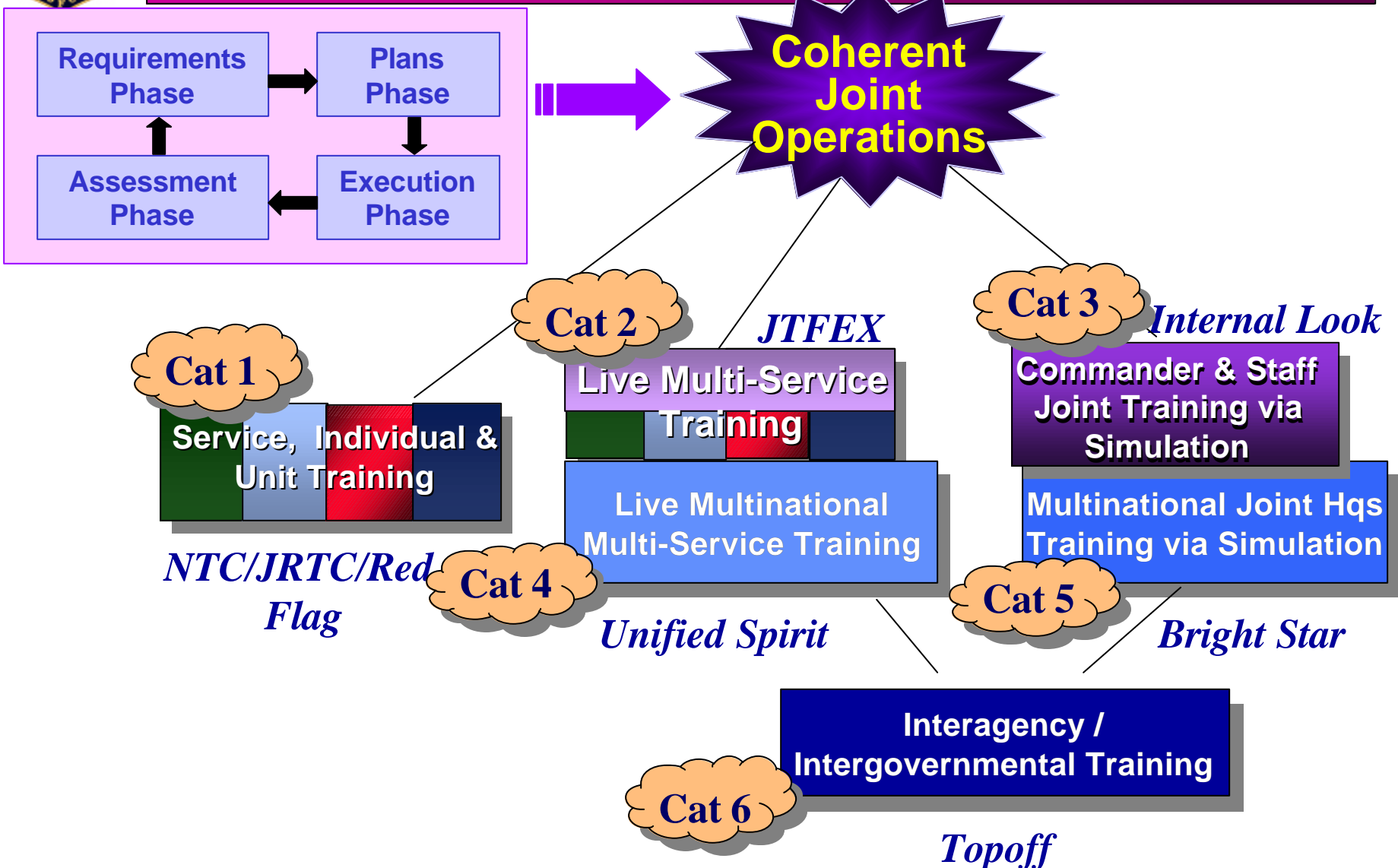
Joint Forces Command's Joint Warfighting Center improves Joint readiness by providing world-wide training and training support, assisting in the preparation of integrated and interoperable forces for future Joint and multinational operations; provides management and integration of Joint capable models and simulations; and provides leadership in the development of Joint doctrine and Joint training initiatives.



Joint Training System



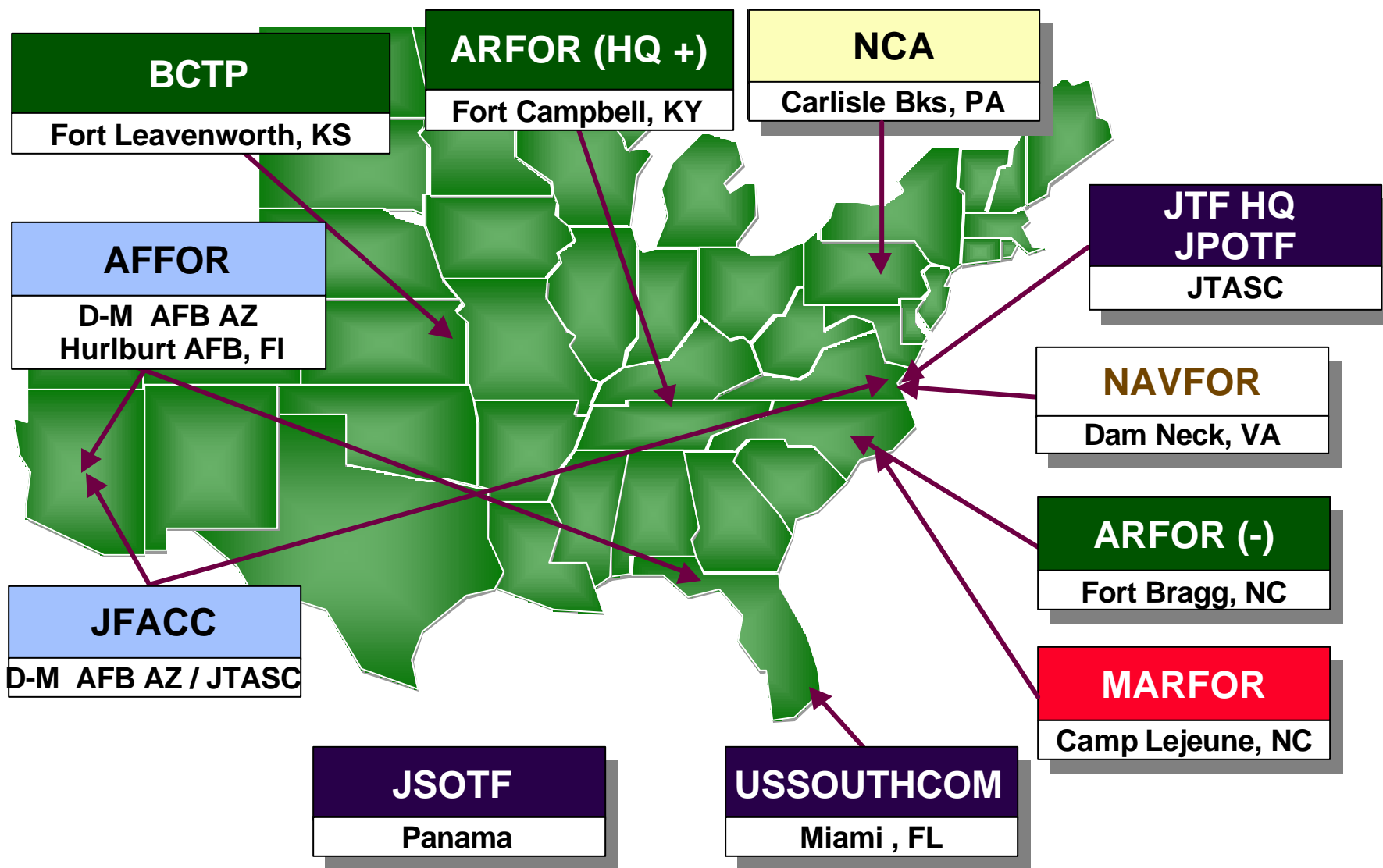
"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





Distributed Exercise Locations

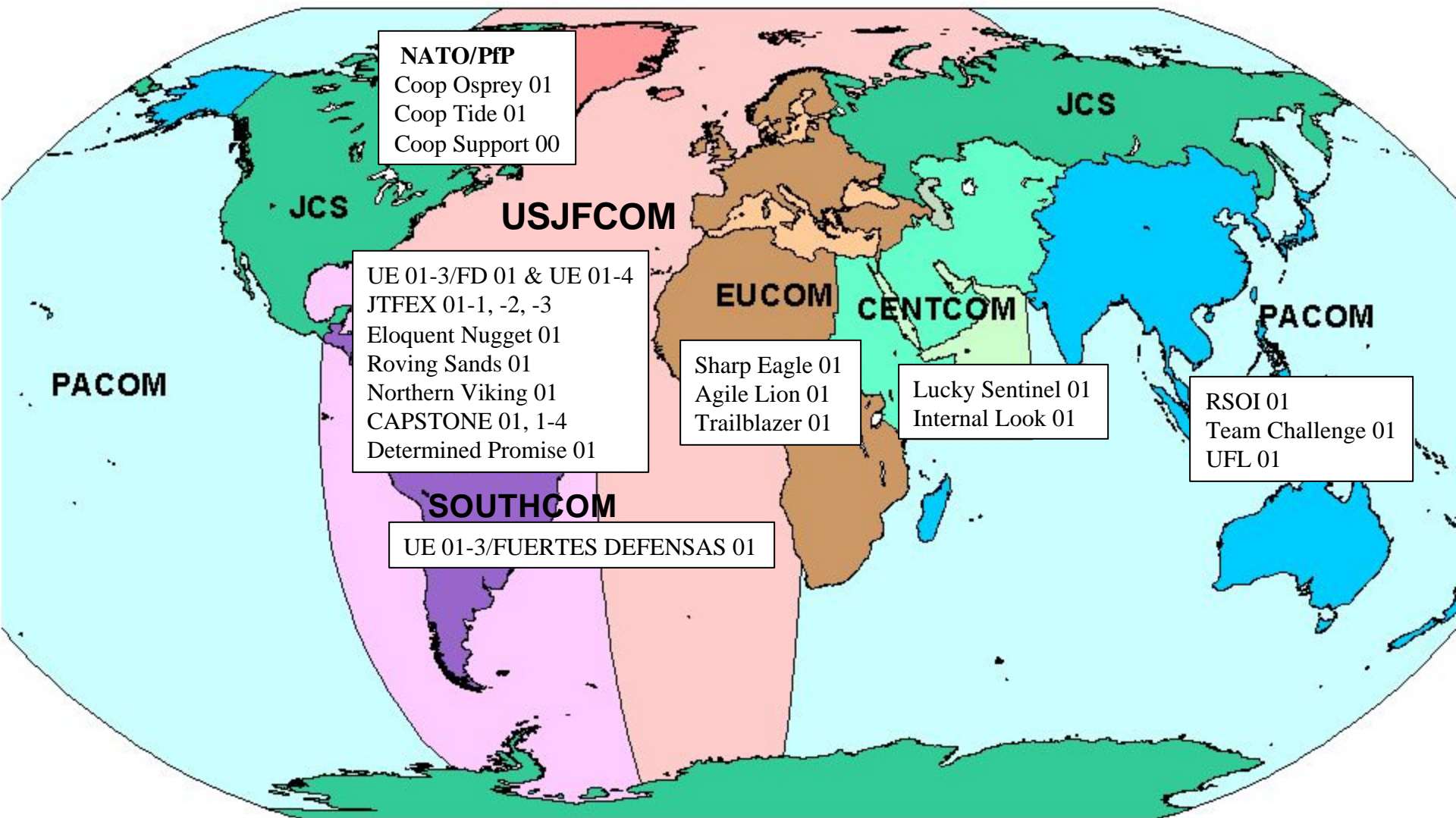
"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





FY01 Joint Exercises

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





Forming a JTF Today

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

*Matrixed Organized
Technology enabled
Builds Knowledge of Blue & Red*

XX/XXX

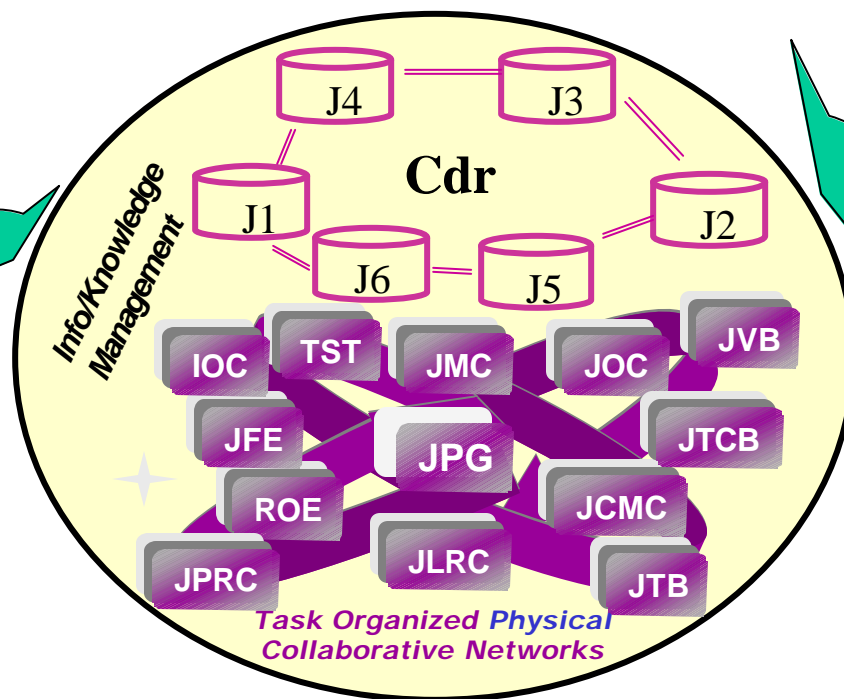
Service Organized
Tactical/Operational
HQ's

#ed AF
#ed Fleet
MEF
Corps

- +
- Augmentees
 - Plugs
 - Liaisons

Provide:

- Joint experience
- Area/Functional experience
- Links to external Organizations
- Provide depth in Operational capability



- Operational planning begins during crisis
- Extensive time to build SA
- Focus on physical collaboration
- Extensive augmentation required to become a JTF



Top 10 JTF Challenges

Determined from the JWFC Observation Data Base

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

**Information Superiority
enabling a Common
Operational Picture**

**Information Management
enabled by SOPs, TTP
and collaborative tools**

**Efficient activation
& augmentation
of JTF staff
Ad hoc manning**

**Integrated Force
Protection
and ROE - Drafting ROE
and dissemination**

**JOPES deployment
process execution
-TPFDD process**

**Coordinated Information
Operations**

**Campaign/
Operational Assessment –
Collection management
BDA**

**Sustaining the Force
HNS, JRA, RSOI**

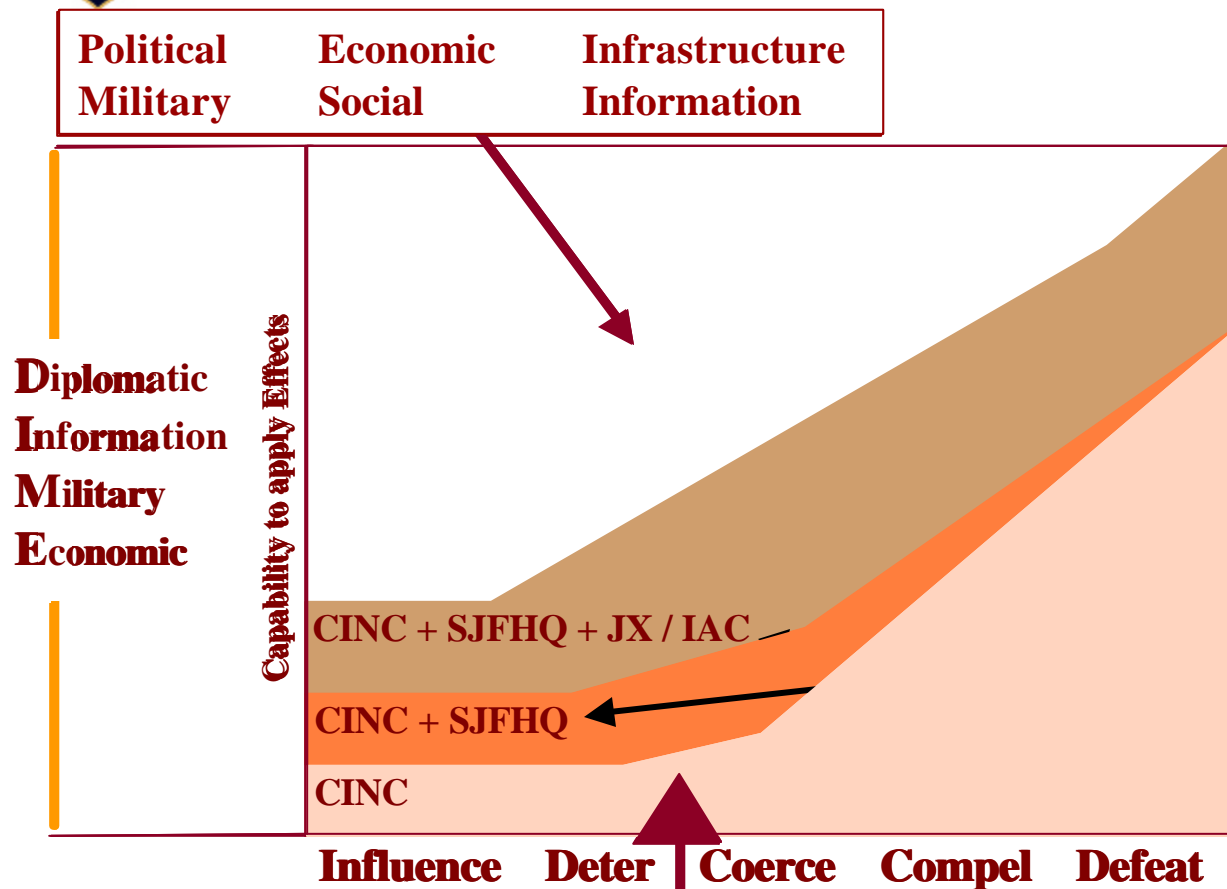
**Coherence in C4I
equipment and
procedures**

**Joint Training
at the Operational
Level of War in
Operational Art**



Luck's Caution – “See the Problem Thru the Eyes of the CINC”

“TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM”



Goal is to increase the ability to deter a crisis with knowledge and application of D.I.M.E. effects; but if deterrence fails be better positioned to compel or defeat the adversary rapidly and decisively

Keys to Success

- **Interagency Community:** Early and continuous IAC involvement in crisis resolution; introduction of JX pulls IAC into Effects environment earlier.
- **Operational Net Assessment:** Comprehensive knowledge; adversary (PMESII); friendly capabilities (DIME); nature of the battlespace
- **Joint Force Headquarters:** At every CINC HQ; reduces that ad-hoc nature of current JTF operations and can reduce the planning times dramatically
- **Effects Based Operations:** A new way to think about mission accomplishment; has potential to advantage all elements of national power to influence or deter an adversary



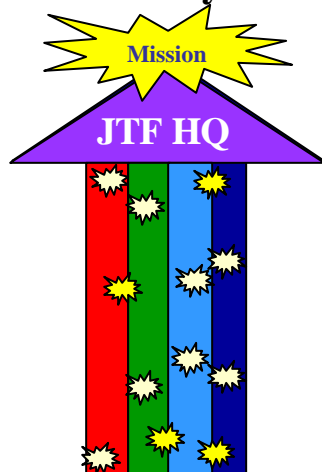
...Toward Coherent Joint?

To Be?

JOINT FORCES NOW AND THE NEW MILLENNIUM

As Is

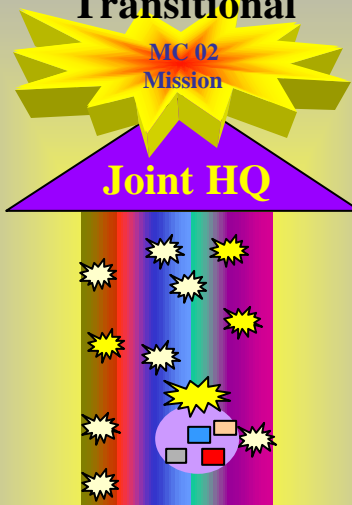
Service Component
Joint Aligned Forces
Today



Jointness = deconfliction

- Coalition: ad-hoc, national stovepipes
- Interagency: ad-hoc, afterthought
- Operations: parallel service campaigns

Functional Component?
Joint Enabled Forces?
Transitional



Jointness = HQ integration

- Coalition: integrated at joint HQ level
- Interagency: integrated at joint HQ level
- Operations: largely Service, some integrated actions

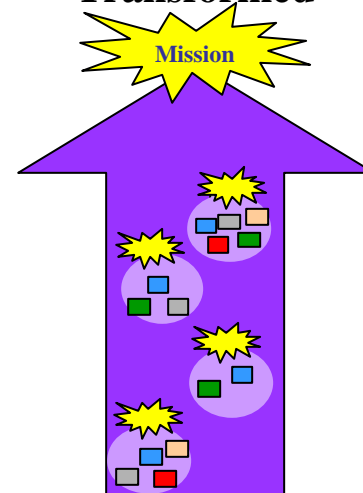
MC 02

Near-term USJFCOM efforts

Subordinate organizations
tasked organized from
Services' capabilities in order to
achieve desired effects? Unified action?

The Joint Force?

Transformed



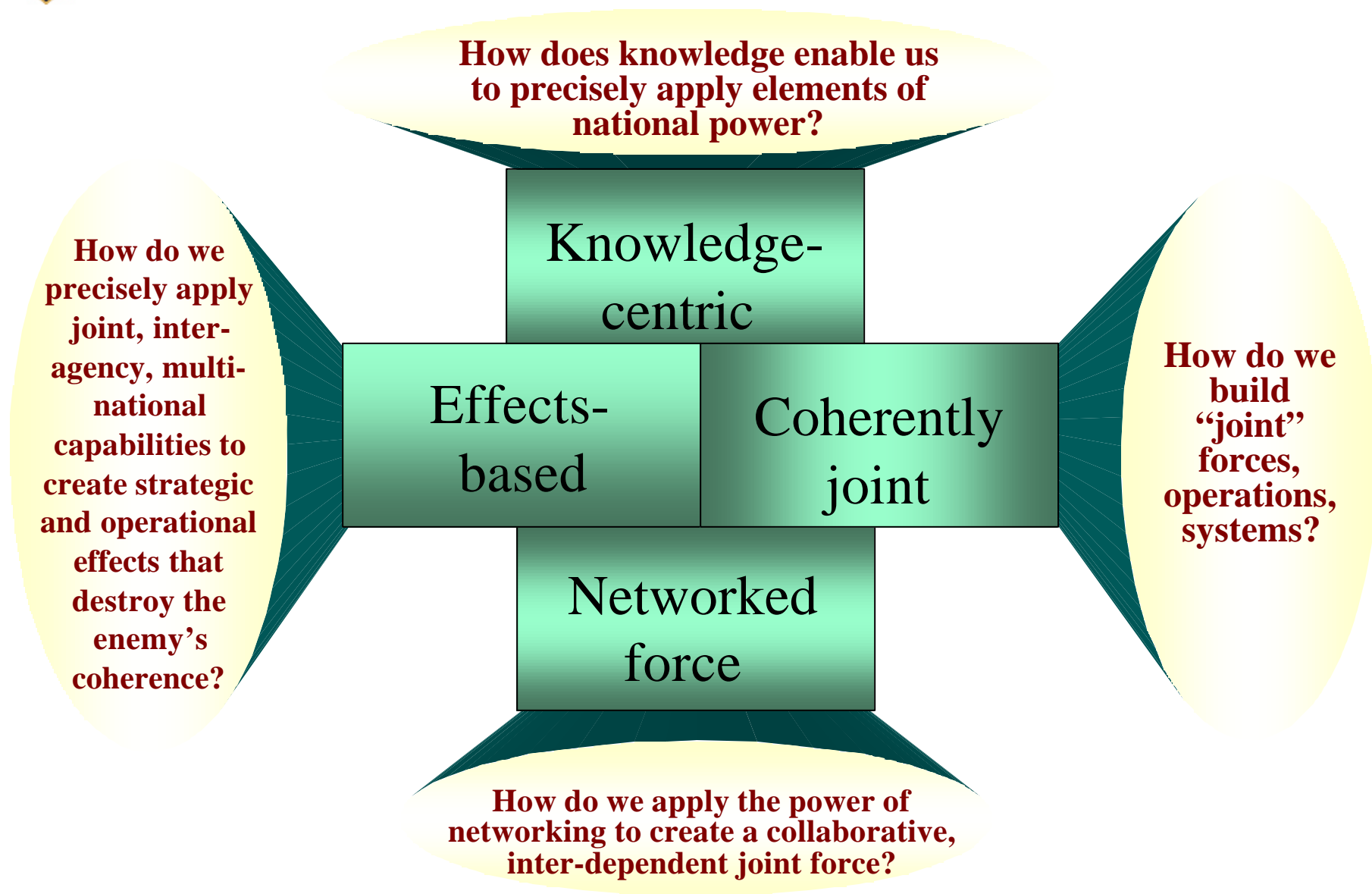
Jointness = force integration

- Coalition: integrated actions
- Interagency: integrated actions
- Operations: focused joint actions



Capstone Elements of Future Joint Operations

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





Forming a JTF for Tomorrow...A Way

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Knowledge Centric
Functionally Organized
Updates Knowledge of Blue & Red

XX/XXX

Service Organized
Tactical/Operational
HQ's

#ed AF

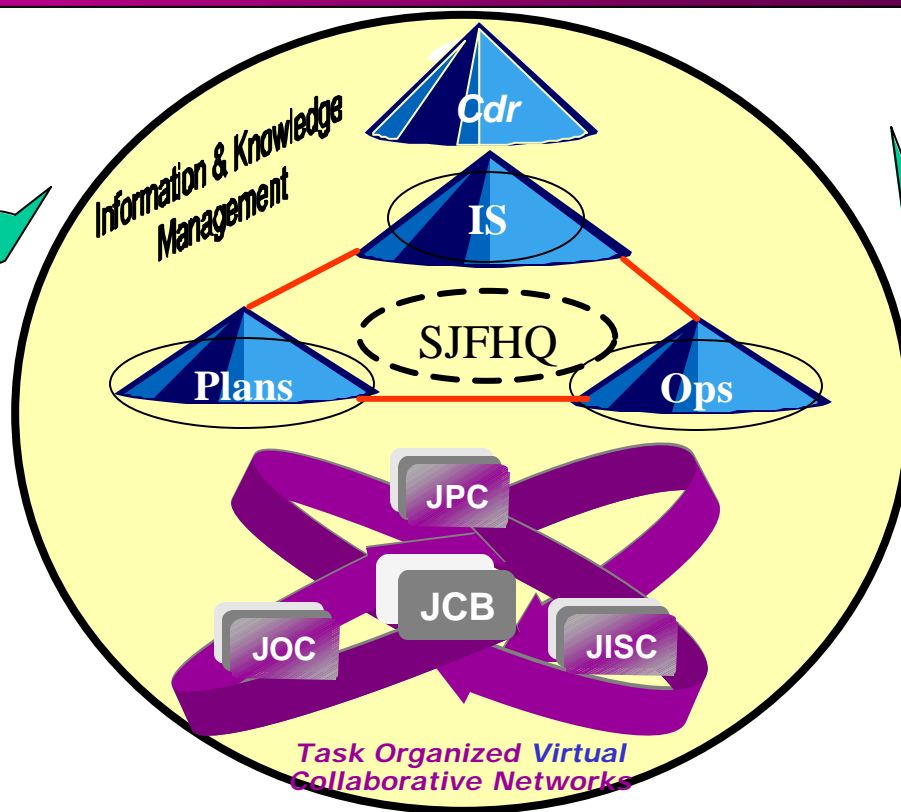
#ed Fleet

MEF

Corps

+

- Augmentees
- Plugs
- Liaisons
- ***SJFHQ***



Provide:

- Joint experience
- Area/Functional experience
- Links to external Organizations
- Provide depth in Operational capability
- ***Continuity – pre- crisis thru termination***

- Operational planning begins pre crisis
- Draws from an in place knowledge base
- Standing joint C2 element to facilitate building SA
- Focus on virtual collaboration
- Leverage reachback and collaboration to minimize augmentation required to become a JTF
- *Leverages a functional organization to maximize knowledge and information technology*



CINC's Intent

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

- As the Command's priority effort, USJFCOM, will conduct a Joint Exercise with embedded Joint and Service experimentation, 24 July through 15 August, 2002.
- The purpose of the exercise and associated experimentation is to:
 - Gain insights into the ability of a Joint Force to execute a Rapid Decisive Operation (RDO) in this decade.
 - Produce DOTMLPF recommendations attendant to those insights.
 - Begin to meet the expectations of our forces, civilian leaders, and public with regard to military transformation.



Experiment Hypothesis

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

If...

A standing *Joint Force Headquarters* is informed by an *Operational Net Assessment* and employs *Effects Based Operations* which utilize the full range of our national capabilities,

Then...

the 2007 Joint Force will be able to conduct *Rapid Decisive Operations* against a determined 2007 adversary.



MC02 Experiment and Exercise Objectives

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Experiment

Assess capability to:

- Conduct RDO in this decade
- Establish and maintain knowledge superiority
- Set conditions for decisive operations
- Assure access
- Conduct effects-based operations
- Sustain the Joint Force

**Transformed
Joint
warfighting
capabilities,
training, and
experimentation**

Exercise

- Provide future joint operational-level environment
- Develop DOTMLPF recommendations to improve Joint Warfighting capabilities
- Integrate live and simulated operations to feed operational-level decision makers
- Develop future Joint Training and experimentation capabilities
- Establish baseline for future USJFCOM transformation events



MC02 Service Objectives

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Army

Gain insights into RDO EBO, and the 2007 joint team; Rapid Integration into Joint C4ISR

Navy

Evaluate Joint Digital Fires Network, High Speed Vessel, Maritime Planning Process, Access, Defensive IO, Naval targeting, Sea-Based C².

Air Force

Explore Expeditionary CAOC, TCT, ISR, Alliance Operations, Global Strike Task Force.

Marines

Examine EMW concept, Strategic Mobility, Operational Reach, Tactical Flexibility, Sustainment, JC4I.

SOCOM

Evaluate JSOTF Relationships with RDO, SJFHQ, CROP, JEMPRS.

SPACECOM

Define Joint C2 for Space and CNO.

**Transformed
Components**

**Integration vs.
Deconfliction**

**32 Initiatives in
Assessment Phase
For Inclusion in MC02**



What's New

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Standing Joint Force Headquarters

- **Fills a current need as identified by CINCs**
- **Enables effects based operations**
- **Vehicle for change**

Interagency Community (IAC)

- **Collaboration and partnership need for rapid resolution of crisis**
- **Reaches across diplomatic, information, military, and economic elements**

Operational Net Assessment (ONA)

- **Knowledge Superiority vice Information Superiority**
- **Planning and execution tool for effects based operations**

Effects Based Operations (EBO)

- **Forcing function to cross domain stovepipes**
- **Both a *result of* and *driver of* interagency, Standing Joint Force HQ, and Operational Net Assessment concepts**



What is the MC 02 Potential Deliverable?

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

THE BEGINNINGS OF A JOINT WEAPON SYSTEM

***Enhances the CINC's ability to engage and
respond to Regional Contingencies***



The Weapon System Potentially:

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

- Establishes requirement for standing joint planning staff to execute a knowledge based system
- Provides continuity between CINC engagement strategy, contingency operations and end state
- Looks at adversary as integrated system throughout this continuum
- Defines reach back and collaborative tools and processes
- Doctrine to support process



The Weapon System Potentially:

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

- **Reduces JTF footprint**
- **Reduces JTF forming time**
- **Demands greater level of functional component interaction**
- **Demands interagency participation and relationships**
- **Provides roadmap for joint training and leader development**
- **Defines joint operational standard to which services can organize, train and equip**



An Experimental Standing Joint Force Headquarters

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

...Our Proposal...The Coach and his Staff

An In-place Capability for seamless Planning and Execution

- Across the spectrum of conflict

- Crisis Identification thru Termination . . .

Which.... Achieves the Cdr's Intent

ESJFHQ Functions





ESJFHQ Organization and Functions

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Command Group (4)

- **Commander**
- **Chief of Staff**
- **SJFHQ Director**
- **Admin/Support Coordinators (2)**
- **SJA, PAO, Surgeon, Chaplain**

Knowledge/Info Management (7)

- **Knowledge Management Officer (4)**
- **Joint Network Control Officer**
- **Support Technician (2)**
- **Communication Support**

Information Superiority Team (13)

- **Info Superiority Coordinator**
- **ISR Collection Planner**
- **Intelligence Supervisor**
- **Situational Awareness Analyst**
- **Assessment Analyst**
- **Assessment Planner**
- **Information Operations Supervisor**
- **IO Planners (4)**
- **ONA Network Analyst**
- **ONA Effects Analyst**

Plans Team (17)

- **Plans Director**
- **Intel Analysts (2)**
- **Planners (5)**
- **Logistics Coordinator**
- **Logistics Deployment Planner**
- **Logistics Sustainment Planner**
- **Blue/Red Planners (2)**
- **Political / Military Planner**
- **Civil Affairs Planner**
- **Ops Law Planner**
- **Force Protection Planner (TBM/WME)**

Operations Team (14)

- **Operations Director**
- **Current Intel Integrator**
- **Intelligence, Surveillance and Reconnaissance (ISR) Ops**
- **Land Ops (2)**
- **Maritime Ops (2)**
- **Aerospace Ops (2)**
- **Special Ops Force (SOF) Ops (2)**
- **Information Operations Officer**
- **Logistics Ops Deployment**
- **Logistics Ops Sustainment**

Supported by Mission-Tailored Augmentees, Plugs, & Liaisons



Operational Command and Control

FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM

The SJFHQ Provides the CINC
An in-place, cohesive Team of “Experts” in:

- Joint Operations and Doctrine
- Effects Based Operations (EBO)
- Crisis Action Planning
- Knowledge of and ability to exploit collaboration tools / processes

With an:

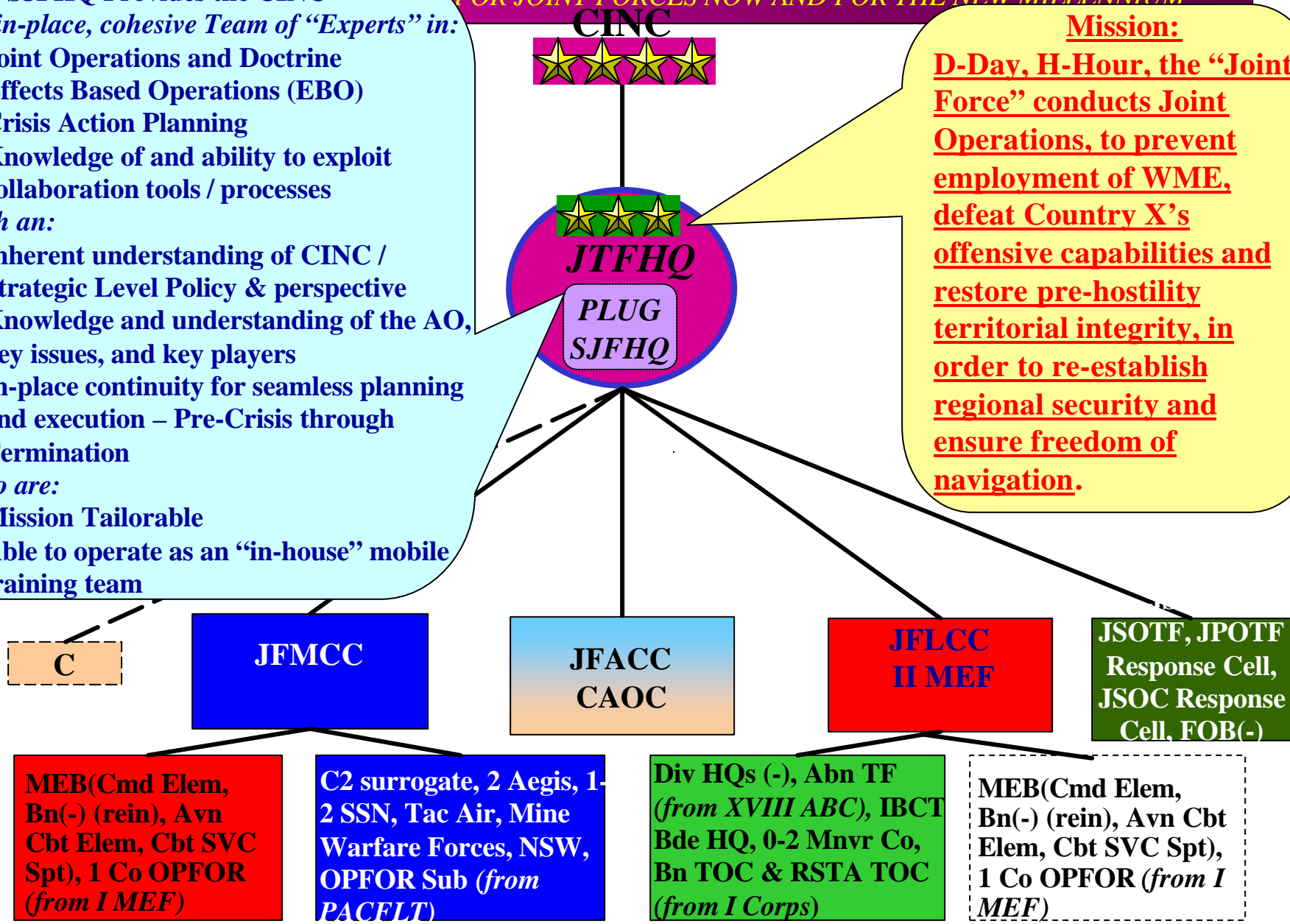
- Inherent understanding of CINC / Strategic Level Policy & perspective
- Knowledge and understanding of the AO, key issues, and key players
- In-place continuity for seamless planning and execution – Pre-Crisis through Termination

Who are:

- Mission Tailorable
- Able to operate as an “in-house” mobile training team

Mission:

D-Day, H-Hour, the “Joint Force” conducts Joint Operations, to prevent employment of WME, defeat Country X’s offensive capabilities and restore pre-hostility territorial integrity, in order to re-establish regional security and ensure freedom of navigation.





Operations

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Function	SJFHQ	18th ABC	Other Comp	Total
Intel	2	1	1	4
Current Ops	9	10	12	31
Fires	0	2	4	6
Info Ops	1	0	1	2
Logistics	2	1	2	5
Total	14	14	20	48



Summary

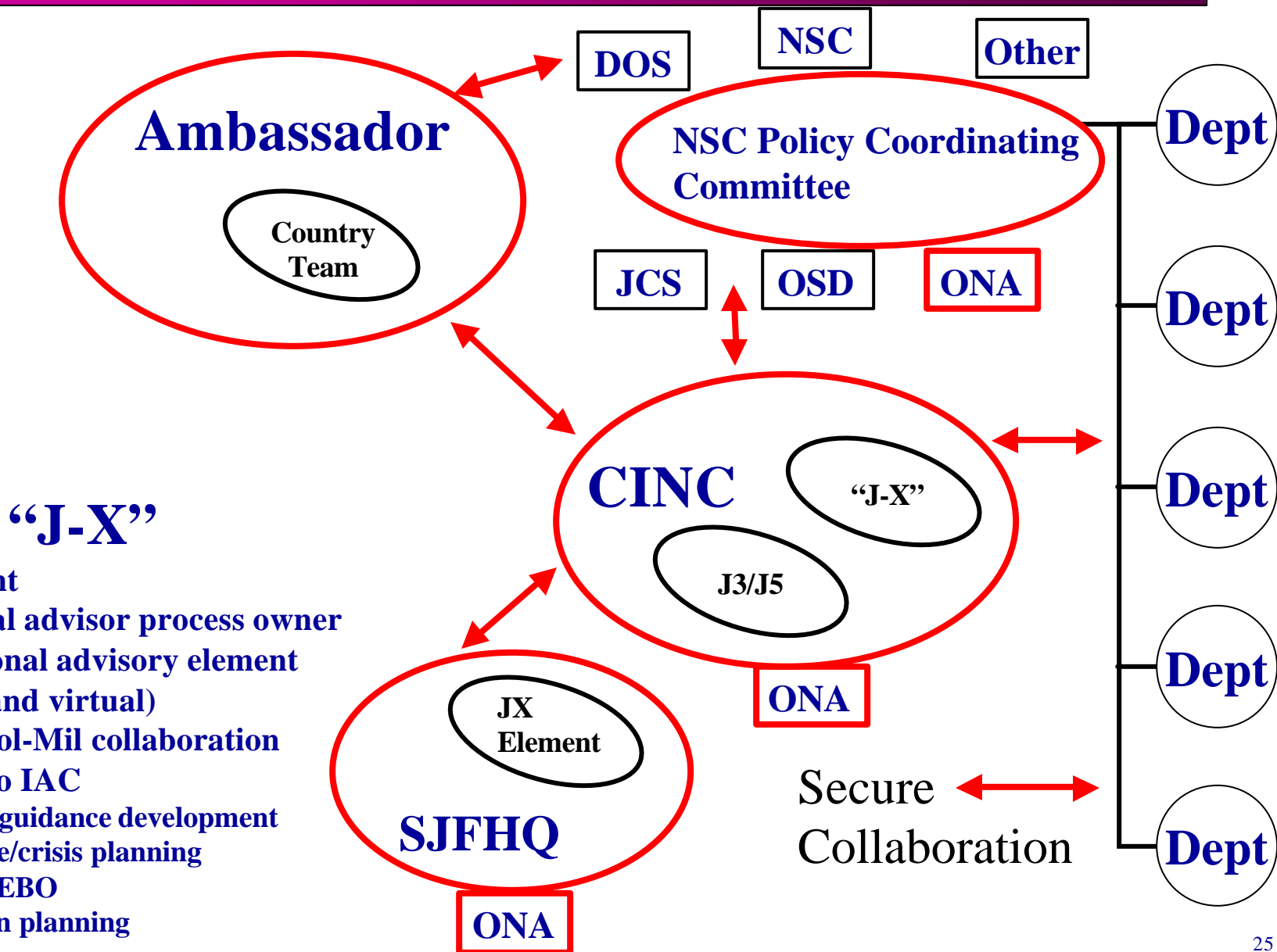
"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

	JFHQ- X	18th ABC	Other Comp	Total
	55	194	158	407



Complex Contingency and Emergency Ops

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





Scenario Priorities

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

- **Joint Experiment Operational Objectives**
- **Service Experiment Objectives**
- **Exercise Objectives**
- **Training Objectives (on an opportunity basis)**



Live Forces / Ranges

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

Joint Force HQs

- XVIII ABN HQ

Army

- ARFOR/DIV HQ
- 1 x ABN BDE HQ
- 1 x ABN BN TF
- 1 x IBCT BDE TOC
(& CSS PKG)
- 1 x IBCT IN BN TOC
- 1 x IBCT RSTA SQN TOC
- 1 x MEP (2-3 PATRIOTS)
- 32nd AAMDC (-)
TOC/ABMOC
- 1st BCD
- JICC-D
- DEEP ATTACK PKG
(AH, HIMAR & C2)

STRATCOM

TPRC

TRANSCOM - TBD

Navy

- JFMCC and CWC Staffs
- 1 x LCC (USS Coronado)
- 1 x LHD (USS Boxer)*
- 1 x Carrier Air Wing*
- 1 x LSD (USS Comstock)
- 1 x AEGIS (USS Lake Erie)
- 2 x AEGIS (DDG)
- 2 x SSN
- 1 x HSV
- 4 x AMCM (H-53)
- 8 x F-18
- 1 x E-2C Hawkeye
- 1 x EA-6B Prowler

Marines

- JFLCC (T)
- MEB (C2 ELE)
- GND CBT ELE (BN (+))
- AVN CBT ELE
- CBT SVC SPT ELE

SPACECOM

- JOINT SPACE SPPT TEAM
- SPACE, JIOC, JTF-CNO

Air Force

- JFACC
- 8 x A10/OA 10
- 2 x B1
- 2 x B2
- 1x B52
- 2 x E3 AWACS
- 2 x E8 Joint STARS
- 10 x F15E Strike Eagle
- 6 x F15C
- 8 x F16
- 10 x F16CJ
- 1 x F117
- 1 x HH60
- 6 x KC135
- 1 x RC135 RJ
- 1 x U2
- 2 x Predator UAV
- 1 x Global Hawk UAV
- 1 x EC-130H
- CRG (300 people)*

Special Operations

- JSOTF HQ Main, FWD, Rear
- JPOTF & CMOC
- SF BN (-) FOB 325 pax
- 1 ODA
- 4 x MH - 47
- NSWTG, RIB Det., ASDS
- JSAOC, SOLE, 2x MC130, 1xEC130,
1xAC130
- STT
- JSOC Response Cell

Ranges

Army

- NTC

Air Force

- NTTR

Marines

- Camp Pendleton
- SCLA (George AFB)

Navy

Pt Mugu

China Lake

W. Islands

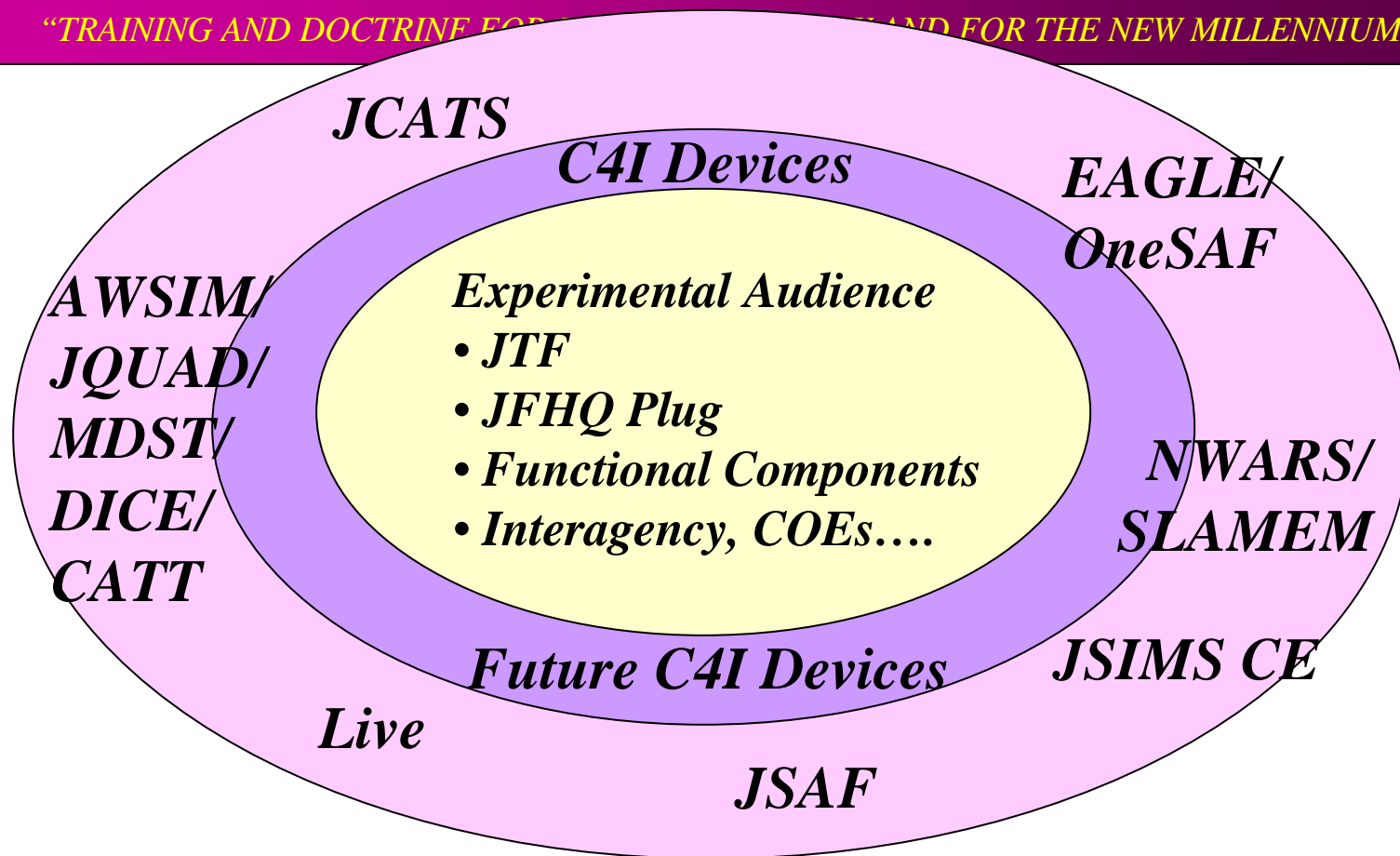
W. Ranges

As of 6 August 2001



MC02 Federation of Core Simulations

"TRAINING AND DOCTRINE FOR THE 21ST CENTURY AND FOR THE NEW MILLENNIUM"



Simulations from the Analysis, Training, & Experimentation Communities with Live forces creating a requirements-driven, Joint synthetic battle space.

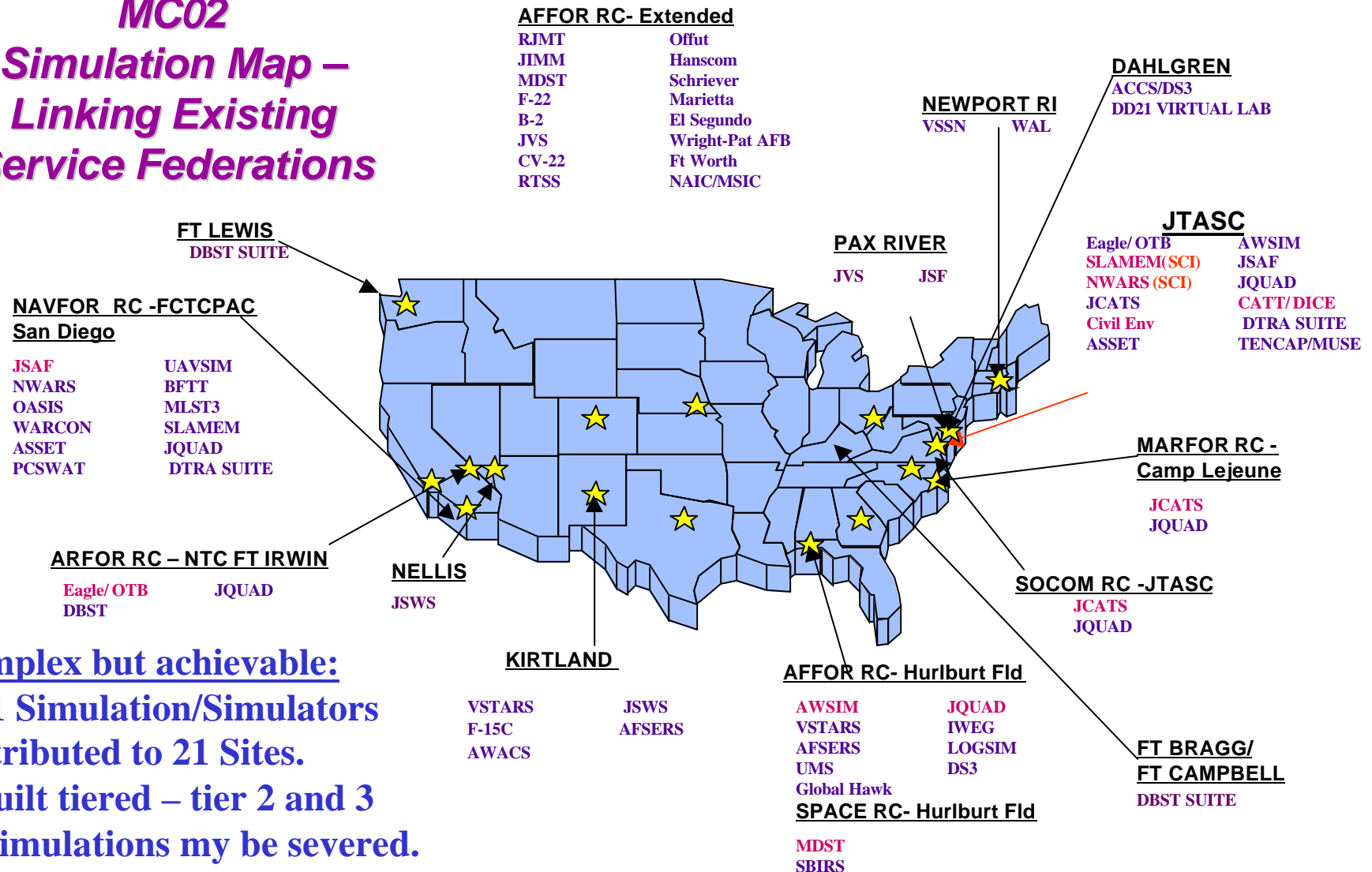


Initiatives Status Summary

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

- **103 Total Submissions from 24 Different Organizations**
- **Current Initiatives Recommended for Integration:**
 - **Joint Experimentation Level**
 - **19 Technical**
 - **1 Concept**
 - **3 Procedural**
 - **2 Showcase Tools**
 - **Service Level**
 - **6 Technical**
 - **1 Procedural**
 - **71 Not Recommended Based on Screening Criteria**
 - **RDO-centric Objectives**
 - **Funded by Sponsor**
 - **Meets Technical and Experiment Architecture Milestones**

MC02 Simulation Map – Linking Existing Service Federations



Complex but achievable:

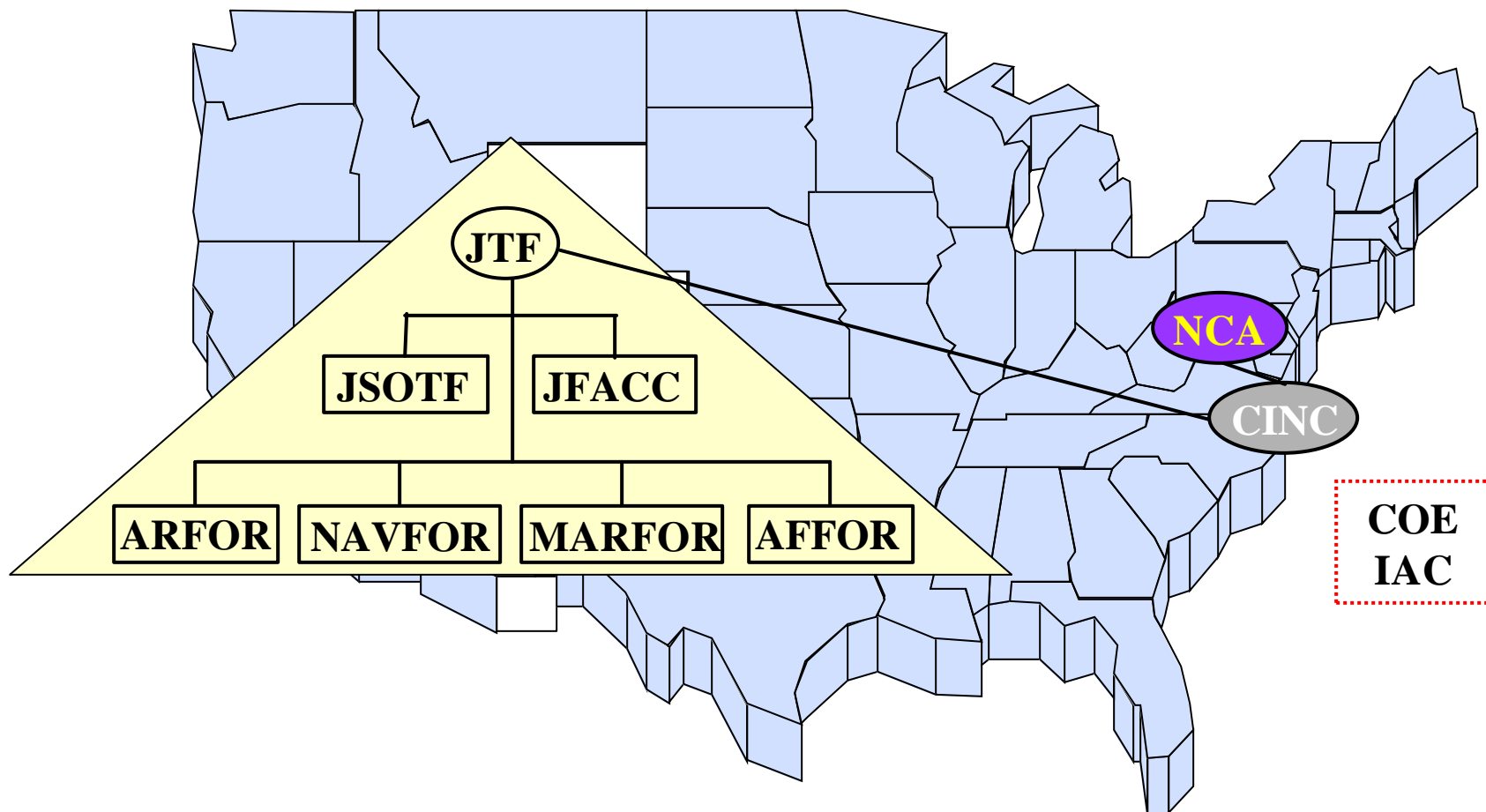
- 41 Simulation/Simulators Distributed to 21 Sites.
- Built tiered – tier 2 and 3 simulations may be severed.

- Payoff:
- Federation will support Joint and Service Experimentation Requirements for MC02.
 - Federation will provide a foundation federation to transition to JSIMS components for OC04.



Current Joint Operations

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"



Combatant Commander Level

I
Situation
Develops

II
Crisis
Assessment

III
COA
Development

IV
COA
Selection

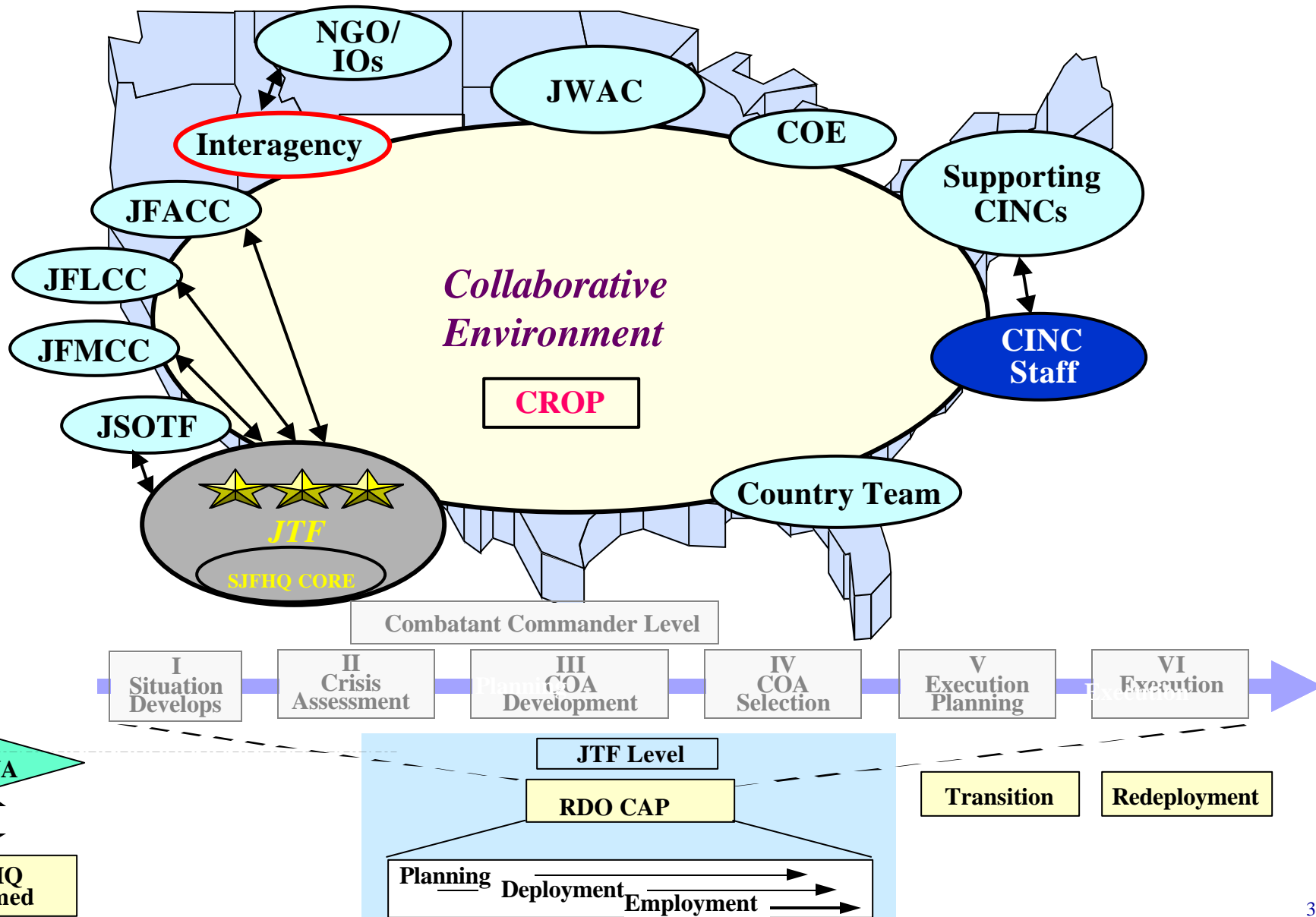
V
Execution
Planning

VI
Execution



Future Joint Operations

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

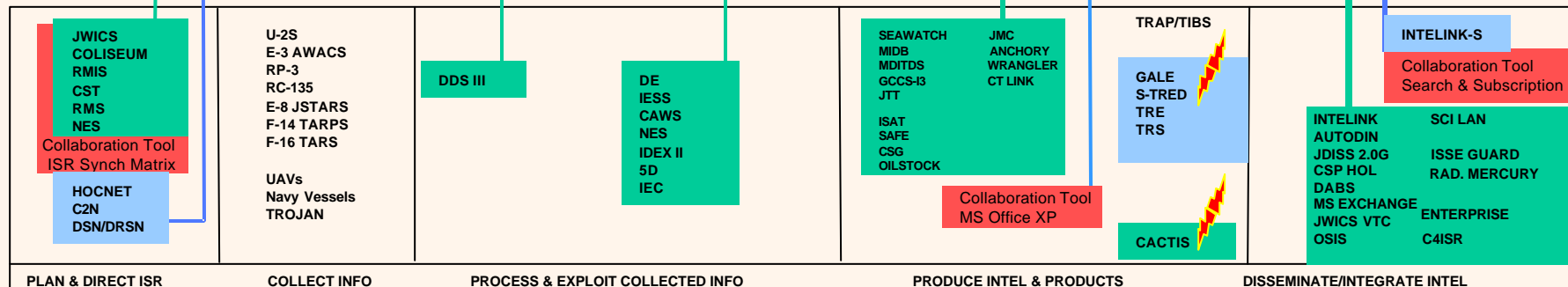
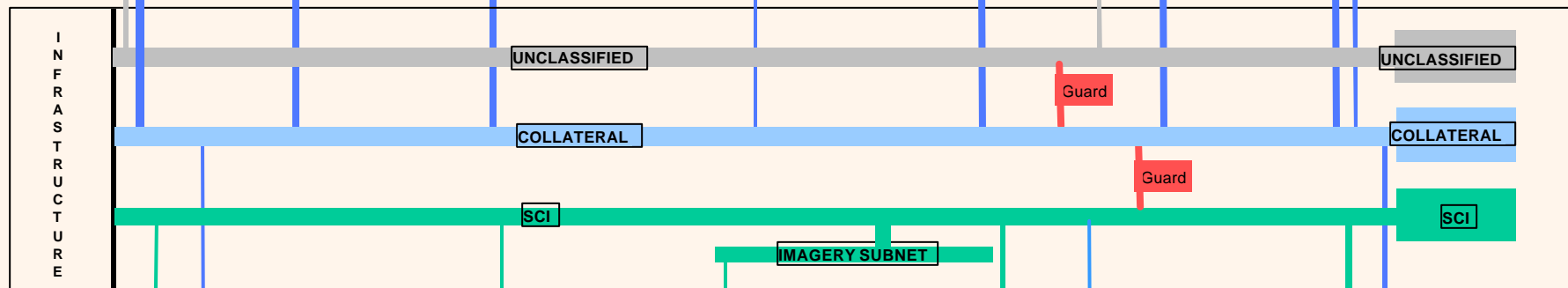
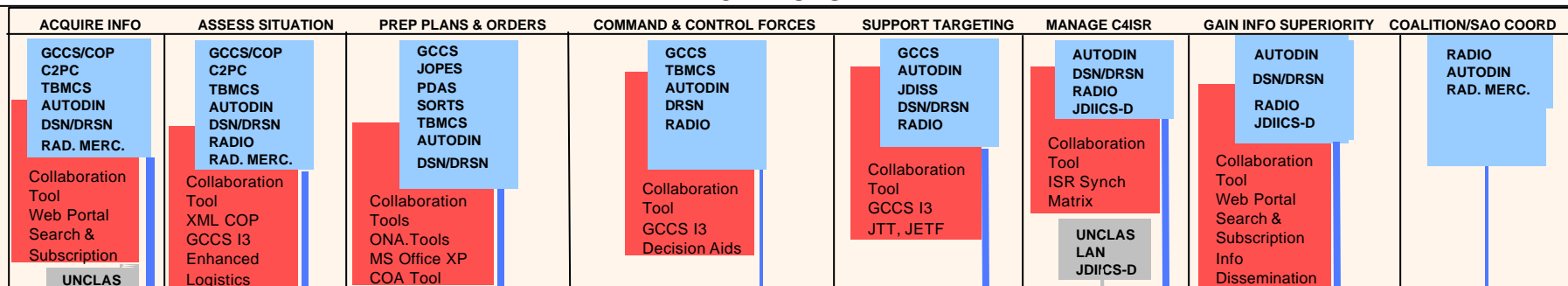




MC02 Integrated Experimental & Baseline C4I Systems

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"

C4 TASKS



ISR TASKS

PLAN & DIRECT ISR

COLLECT INFO

PROCESS & EXPLOIT COLLECTED INFO

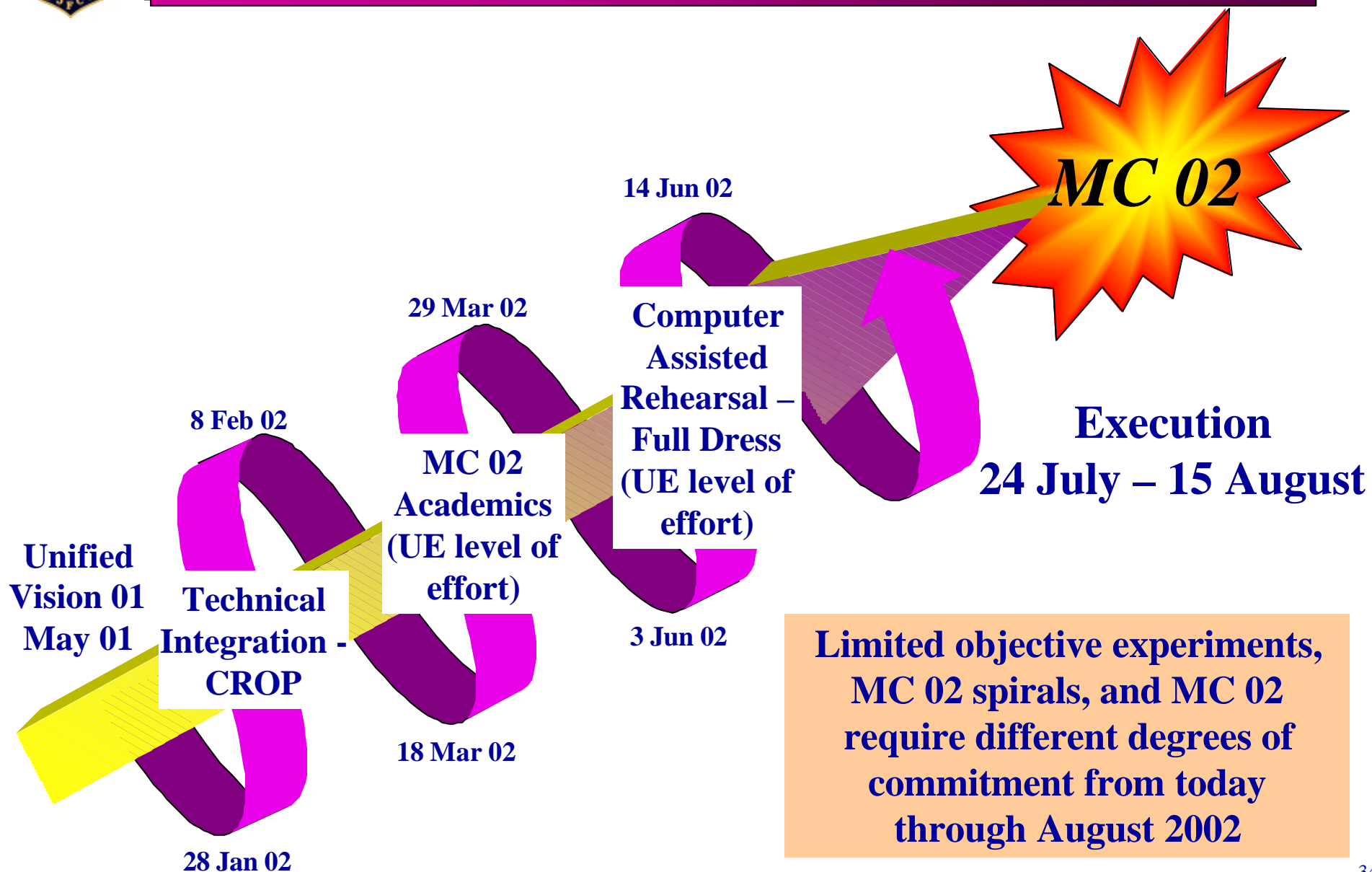
PRODUCE INTEL & PRODUCTS

DISSEMINATE/INTEGRATE INTEL



Moving Toward MC 02

"TRAINING AND DOCTRINE FOR JOINT FORCES NOW AND FOR THE NEW MILLENNIUM"





T FORC



Millennium Challenge 2002

Questions?

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